## TEXAS JUVENILE JUSTICE

# TODAY

A PUBLICATION OF THE EXAS JUVENILE JUSTICE DEPARTMENT

# **Cottrell House Making Music**

Making goals a reality is the purpose of the Dallas Youth Resource & Advisory Councils (DYRAC) A.R.T. Program for youth at Cottrell House. A.R.T. stands for Assessing Real Talent. The program is meant to teach youth how to improve their talents as well as give them resources to pull from for future use.

Wachelle Williams, DYRAC Chairperson stated, "Many of the youth at Cottrell House are so talented in music, cooking, sports and many other areas. I want to make sure that they have resources and contacts to help them pursue their talents." With that goal in mind, DYRAC applied for and received a grant from the State Volunteer Resource Council to help youth reach their potential in the A.R.T. Program.

Cherika (Che) Roundtree of Strictly DFW Radio is an active member of DYRAC. She also mentors youth at Cottrell House and knows firsthand of the talent that many youth have. Che stated, "Youth have talents that need to be guided. I want to help youth that are interested in the music business." Lavator (Ms. T) Jefferson, Artist Manager, also wanted to help those who are interested in music. Ms. T. stated, "I have always wanted to help people build their music careers because they need to know the basics and how to pursue their career without being taken advantage of." Ms. T arranged for the youth to tour local radio stations, K104.5 FM and K105.7 FM. Youth had the opportunity to meet the morning teams of both radio stations, to ask questions, and see the radio personalities live on the air. Youth, ED stated, "Man this is a dream and I am so happy to be here. I really want a career in music and this is so exciting." After the radio

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DJ KJ Midday talking with youth while she was on the air with 105.7

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### A Message From the Director



David Reilly

I am happy to announce Lou Serrano as our new Senior Director of Probation and Community Services. Lou has served in an interim capacity to liaise with the field since the end of February while continuing his role as Regional County Administrator. Lou was Director of Iuvenile Services for Ector County for 15 years and was Chief IPO for Deaf Smith County for 11 years before joining TJJD. Lou will be headquartered here in Austin. I am particularly excited about Lou's collaborative spirit, leadership skills, and productivity. I heard from many in the county juvenile probation field, receiving input for the selection process, and that feedback was very helpful. I owe thanks to Chiefs Homer Flores, Roger Martinez, and Edeska Barnes for sitting on the interview panel and providing county perspective to the interview process.

We all recently gathered for the Post Legislative and Budget Conferences. That is a favorite of mine because it truly brings the whole system together. This year was no exception. It was a wonderful opportunity for the Texas juvenile justice system to learn about the changes made during the Legislative Session.

During the conference, I met with the Regional Presidents' Council. We discussed a number of things, one of which is our need to foster the partnership between the agency and the county field. I know Lou will help with this significantly. But I, too, am committed to being as present as possible in the field. My Chief of Staff Chelsea Buchholtz and Chief Financial Officer Mike Meyer made the same commitment. We also discussed our need to begin thinking of our unified message for next legislative session. It seems too early to talk about but it is not at all. The next session will be here before we know it and, in fact, our LAR development process will begin in earnest early in 2018. I look forward to these Regional Presidents' Council meetings—they are instructive and collaborative and go a long way in improving the communication linkage that is so important to the whole system.

other news, beginning September 1, 2017, all juvenile supervision officers will required to successfully complete a competency examination before being certified. We started this for juvenile probation officers last year. This is a significant milestone for the juvenile justice field to help ensure competency is demonstrated. It has been in the works for many years and I am glad to see it coming to fruition. It will lend additional credibility to the certification process. I am proud of our Juvenile Justice Training Academy for accomplishing this great milestone.

We have had a few pieces of excitement on the state side. We had a youth escape late on Friday night, July 21, from one of our secure facilities. Our Office of Inspector General (OIG) apprehended the youth the following day. The hard

work of the OIG mitigated what could have been a much worse situation. I am proud of the hard work of OIG and the facility staff and am determined to ensure that the incident is used to make us better.

We also were the beneficiary of great kindness and service by the Disaster Relief Division of the Texas Baptist Men's Group. They served our Mart facility for several days recently when a city water pipe failed and caused the Mart facility to endure days without any water at all and other days with sporadic outages and directives to conserve. This service group provided laundry and showers at a time when we greatly needed the help. We are forever grateful for their gift to the agency in our time of need.

In July we moved our male youthful offender program from Ron Jackson to Giddings. All indications show that the move was successful. This provides relief for Ron Jackson who has seen an increase in commitments coming through Orientation and Assessment. By moving these young men, we freed capacity at Ron Jackson and diversified the population at Giddings.

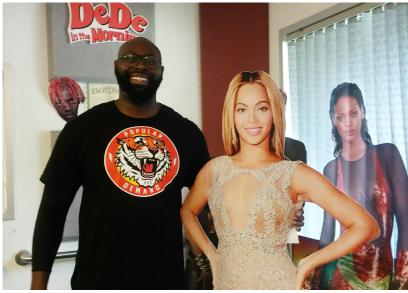
It has been a busy summer around here, as I am sure it has been for all corners of our juvenile justice system. Schools are now starting and there is excitement in the air for the new beginnings that many will experience. I look forward to what lies ahead.



### **Cottrell House Making Music con't**

tour, Ms. T and music rapper SoloTX spoke with youth and encouraged them to always do what is right because continued negative actions will follow them for life. Ms. T stressed that each youth has the opportunity to change their lives. Ms. T and Che informed the youth that Kaotic of Kaotic Tracs will take youth in a six-week program to teach them about producing music. Both Ms. T and Che stressed to the youth that to work in music is a commitment, when means that they must be coachable, stay out of trouble, and be on time for the class.

Three youth expressed an interest in music and met with Kaotic at his studio, Kaotic Tracs, to start the music program. Kaotic inspired youth with a tour of the studio. He then encouraged them to always be themselves. Kaotic stated to the youth,



JCO Zachary Balogun taking a picture with a poster of Beyonce.

"Never be afraid of fear because fear can help you make the right decisions. Always be you and always believe in yourself. Only sing or rap about your life, about things that are true. Do not rap or sing about things you do not know about, because if you do, you are not being yourself." Kaotic has been in the music business about 20 years and admits that if there was a program in his past that could have helped him with his music career, he may not have made so many mistakes. Kaotic and boys worked together to pick out a beat in order to start their program. Youth, T.M. stated, "I am so serious about music and this is good because it will help me know what direction I need to take once I am released from Cottrell House. I am excited that someone wants to help me get started. This is a chance of a lifetime."

Phillip Jones, Assistant Superintendent of Cottrell House, stated, "This is a good program that motivates youth. Kaotic is very motivating to the youth and has a powerful story of how his career began. He has the ability to grasp the youths' attention and boost them to improve their lives." This is just one section of the A.R.T. Program that is teaching youth new skills. The A.R.T. Program is designed to build youth resources while teaching them how to recognize talents they may not know of or how to build talents they may already have.

# El Paso County Juvenile Probation Department Juvenile Drug Court Program

After their participation in a national survey last year, the El Paso County Juvenile Probation Department's Drug Court staff was selected to contribute to a focus group on family engagement. During that time, the case managers and probation officers were instrumental in providing feedback and input as to operations and policies.

Their participation in the survey included a 28-page brief. The National Association of Drug Court

Professionals and the National Council of Juvenile and Family Court Judges are now distributing that brief nationwide. Out of 157 different drug treatment courts participating from 38 different states, the El Paso County Juvenile Drug Court program was one of only two that were highlighted as having a strong commitment to family engagement as part of their design.

The program was also recently featured in the National Council of

Juvenile and Family Court Judges "What's New From the Juvenile Drug Treatment Court Information Center" newsletter.

The program continually surpasses goals and improves lives, thanks to the dedication and commitment of the El Paso County Juvenile Drug Court treatment team: Rafael Hernandez, Cindy Marquez, Erika Gomez, Aurora Tafoya, Rosie Medina and Judge Sam Medrano.

# **Texas Baptist Men Aid TJJD During Water Crisis**

On Monday, July 24, the City of Mart notified the TJJD McLennan County State Juvenile Correctional Facility (MCSICF) that the town's water pump station was out of service. The Mart facility immediately began instructing staff to pick up water from the warehouse for their areas on campus. The city advised the facility's maintenance supervisor, Jimmie Jenson, that it would take approximately six to eight hours to repair the water pump. The following day, it was clear the problem would not be resolved so easily, and 18 portable toilets and handwashing stations were delivered to the campus for staff and students to use.

On Thursday morning, the facility was blessed with much needed relief. The Texas Baptist Men Disaster Relief program (TBM), a unit sponsored by the Austin Baptist Association,

delivered a portable trailer equipped with four showers and five washers and dryers. The City of Riesel Water Department supplied the facility with approximately 7,500 gallons of water hauled in a fire truck by the Mart Volunteer Fire department.

TJJD staff and five TBM volunteers put a plan into action. The tanks were filled and showers began, taking a day and a half to shower over 250 boys. By the end of the first day, over 288 loads of laundry were washed, dried and folded. The volunteers continued to work Friday and Saturday until the late evening. They were back to the facility first thing Monday morning and continued with showers for the boys and washing laundry. On Wednesday, August 2, at noon, the water situation was under control and the volunteers were able to return home. Facility Superintendent Bill Parks said, "We will forever be grateful to Bob Andrews, Director of the TBM Disaster Relief Team, and the TBM volunteers for their generosity with their time and equipment. The assistance received from the City of Riesel and the Mart Volunteer Fire Department is more evidence that we live and work in a true community."

The Texas Baptist Men Disaster Relief Program trains volunteers and coordinates efforts to provide prompt assistance to disaster victims and emergency support in times of disaster. TBM has been involved in disaster relief in Texas and around the world since 1967. The organization has 5,000 trained volunteers around the state and a \$3 million annual budget.









(L to R) Bob Andrews, Director of the Baptist Disaster Relief Team and Area Coordinator for the TBMDR Central Texas Area, and Bill Hyden.

### **Movie Star Visits Edna Tamayo House**

On May 30, 2017, the Edna Tamayo House was visited by Becky Lee Meza, who portrayed young Selena Quintanilla in the 1997 movie Selena. Meza told her life story and shared how she pulled herself out of poverty, being a victim of bullying as a teen, and turning to drugs and away from her family to cope with these problems. Meza shared with the boys how finding a spiritual solution, helping others, and turning her back on negative influences in her life helped her change and become the successful person she is today. She was very inspirational, positive and uplifting. The boys where excited to have a star come and talk with them and were very respectful and attentive while she gave her talk.









### **TJJD Recognized for Purchasing**



TJJD, along with other agencies, will be recognized at the upcoming TIBH Industries 10th Annual Artie Hines Awards Dinner on September 27, 2017. TJJD is ranked number seven out of all state agencies in the dollars spent on products purchased from TIBH.

TIBH Industries is a non-profit corporation that markets the products and services of thousands of Texans with disabilities, linking them to meaningful career options. Their WorksWonders program helps Community Rehabilitation Programs employ over 6,000 people, making them productive taxpayers by keeping them in the workforce. The State of Texas has a set-aside program with TIBH in which state agencies can order products and services without the need for competitive bidding.

TJJD made over \$600,000 in purchases through TIBH between October 2015 and September 2016, a tremendous success for the agency purchasers: Dorene Corsentino, Central Office; Jackie Schmaltz, Gainesville; Brenda Medack, Giddings; Deb Baize, Mart; Shande Vaughan, Mart; Brittany Williams, Ron Jackson; Patrick Koll, Evins. TJJD has been one of the top ten purchasing agencies for the last four years.

### **TJJD Hosts Legislative Open House at Giddings State School**

On June 28, 2017, TJJD hosted a Legislative Open House at the Giddings State School. About 40 guests converged on the campus to learn more about the work of TJJD and specifically about the Youth In Custody Practice Model and how it is being woven into facility operations. Guests were able to hear from the YICPM consultants. tour the facility, visit with youth and staff, and hear about how the YICPM will affect TJJD's approach to serving youth in state facilities. It was a unique opportunity for Capitol office legislative staff and an elected official to see what the agency does, rather than simply hearing Other guests included about it. members of the Texas Juvenile Justice Board, a juvenile judge from Williamson County, the Independent Ombudsman, and representatives from partner agencies. Executive Director, David Reilly, said, "I believe

that as more people 'come and see,' more will understand and fully support the work we do. This is in large part because guests can meet the facility staff and the youth that we serve. It's the on-site and on the ground experience that makes all the difference."

Guests toured several posts on campus, including the school, vocational programs, an area used for incentive activities, the newly established PAWS dorm and the security unit. They were led by facility staff and youth. Guests were also treated to lunch prepared by Principal Dennis Smith.

Staff from other facilities and around the agency also attended, to highlight the good work of each facility and several programs through informational booths that guests could visit throughout the day.

A lot of work went into planning this event and the list of people who contributed is long. They include Jorge Gonzalez, Charles Kelm, Anita Schwartz, Janet Sheelar, Frederick Horton, Dennis Smith, Donna Miller, Brenda Medack, Russell Falke, Wanona Posas, Eric Mattocks, Mark Satterwhite, Jason Stork, Tommy Ewing, Gary Clopton, Keith Kubena, Nathan Dunk, Calvin Berger, Wayne Rackel, James Mitschke, Steven Carl Williams, Jerome Rackel. Gordon, John Alamillo, Darla Michalk, David Groce, Chet Rittgers, Stephanie Collins, Boris Jumper, Thurman Sims, Monica Harrison, Barbara Moore, Tanya Ragston, Ramiro Hernandez, Terri Elliott, Olumide Ogunlabi, Victoria Evans. Ramiro Hernandez. Bennie Scott, Derrick Sneed, Ace Myrick, and Spencer Caldwell.









# SPOTLIGHT



# What enticed you to become a Probation Chief?

My aspiration growing up was to be a private investigator, a lawyer, a stockbroker, or a therapist. I have always had the desire to help others. After being a volunteer Big Brother and then an intern at Michigan State University with the Ingham County Juvenile Probation Department, I realized that I wanted to spend my career working with troubled youth.

#### What drives you to do a good job?

Knowing that we as an agency and we as a profession have the obligation to do the best we can at creating opportunity for youth to be successful while also taking into consideration the protection of the community. The youth and family

# **Tom Brooks**

# **Chief, Harris County Juvenile Probation Department**

"needs" change and we have to position ourselves to be flexible enough to meet their changing needs.

# What are some of the biggest changes you've seen during your career?

I have seen many changes in my 34 years of employment at the Juvenile Probation Department from advances in technology to changes in philosophical approaches to working with juveniles (rehabilitative vs. punitive), to increased severe mental

health disorders in juveniles.

#### What is your proudest moment?

I do not have any one proudest moment, but just my overall pride in the creativity of our staff and the ability to succeed with our probationers. It is always great to have a youth approach you years later to say thanks and they are doing fine. I am happy with the relationships I have made in the legislature that have enabled us to create good laws and fight off bad bills.

# What do you do in your spare time?

My favorite thing is to sit in my Lafuma chair and have a cigar and a drink. That's how I make my best

decisions. I also like to hunt and do country boy stuff.

# What do you wish people knew about you?

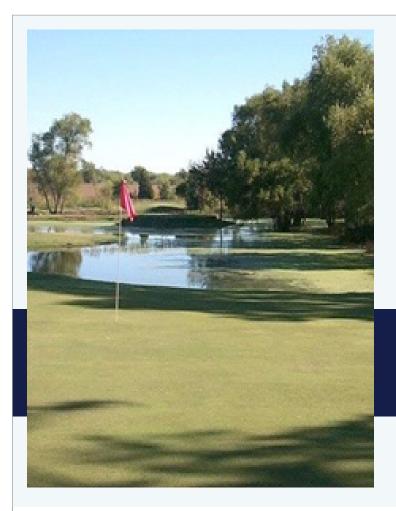
I am a simple country boy that has been on loan to the big city for 35 years. I care about people and I know that their story is as important as mine is.

# What advice do you have to young employees just starting out today?

If you don't have the heart for working with our kids then move on down the road. Kids are smart enough to see through someone that is just here for a paycheck. They need someone who is here for the right reason and really cares.

# What do you want your legacy to be?

Leaving a legacy is not important to me. Everyone can decide on their own if I did a good job or not. I put as much pressure on myself as anyone. If I walk away and know that I've done my best, that's all I need. Oh, and whoever takes my place is welcome to blame me for anything that goes wrong. LOL



# 1st Annual Mart Golf Tournament

Battle Lake Golf Course September 16, 2017

Hosted by McLennan County State Juvenile Correctional Facility

Entry fee: \$80 per person including green fees, cart, catered lunch and beverage

Benefitting the McLennan County Community Resource Council, a nonprofit organization dedicated to rehabilitating the youth in TJJD.

Payment to Tanya Rosas at MCSJCF due no later than September 8. Contact Tanya at 254-297-8289 for more information.

### **Teamwork Leads to Arrest Without Incident**

Late at night on July 21, a young man escaped from the Gainesville State School, and an exceptional team effort ensured that he was found the very next day. Employees from TJJD State Programs, Texas Department of Criminal Justice. local law enforcement, and TJJD Office of Inspector General (OIG) investigators from Gainesville, Brownwood, Mart. Fort Worth. Houston, San Antonio, and Austin all answered the call that night. Sgt. Gabriel Medellin was contacted at approximately 2:00 a.m., on July 22. He left San Antonio for Gainesville at approximately 6:00 a.m. to meet with other investigators and begin searching for the youth. At approximately 12:25 p.m., Sgt. Medellin observed a male walking down a highway in Gainesville who matched the description of the

youth. Sgt. Medellin made contact, confirmed his identity, and made the arrest without incident. He was assisted by OIG Sergeants Walker Willey (Ron Jackson) and Tom Hamilton (Mart).

OIG Chief Forrest Mitchell said, "I couldn't be more proud of the OIG team and Sgt. Medellin for their willingness to perform their duty, regardless the hour, date, and location." Executive Director David Reilly lauded the team's accomplishment saying that "The hard work of the OIG mitigated what could have been a much worse. situation. The Gainesville staff also provided great support in the effort. I am proud of this team." OIG Incident Response Center personnel played a significant role in documenting and communicating wanted information

to law enforcement officials and agencies throughout the state.



Srt. Gabriel Medellin, OIG Investigator

### TRAINING FOR JUVENILE PROBATION DEPARTMENTS

### JPO Certification Exam Moving Away From Fee-Based Exam

TJJD is pleased to announce that the Juvenile Probation Officer Certification Exam that was implemented September 1,2016, will be moving to a TJJD-hosted platform. No changes will be made with regard to the exam itself; however, this will remove the required fee that is currently associated with taking the exam. As of September 1, 2017, no

one will be required to pay a fee for taking the exam.

This first year of the JPO certification exam has proven to be successful, which in the end, should lend additional credibility to the certification process. TJJD has updated the resources available for taking and proctoring the exam and

they may be found on the Training Academy's website. TJJD will soon send additional information to the designated department or facility proctors. If your department or facility has not yet assigned an individual to be an official proctor, please contact the TJJD Training Division.

### Implementation of the JSO Certification Exam

The Juvenile Justice **Training** Academy has been working diligently over the last year with the Regional Training Officers, Chapter 344 subgroup of the TJJD Advisory Council, and other statewide stakeholders to develop an automated competency exam for applicants seeking certification as a juvenile supervision officer. Anyone hired on or after September 1, 2017 as a juvenile supervision officer will be required to successfully pass the automated ISO certification exam prior to being certified by TJJD.

TJJD piloted the juvenile supervision officer certification exam over a six-month period. Three different versions of exam questions were piloted, each for a two-month period. The pilot exams consisted of a total of 150 possible questions that may be used on the certification exam. During the six-month pilot, a total of 626 people took the test, equating to 58% of the total number of new ISO certification applications received from last fiscal year. The average score was 85% and the average length of time to take the exam was iust over 20 minutes. TIID was able to gather data to adequately address all major issues with the exam up front in order to minimize potential

issues in the data or processing of exams once the exam went live.

The exam will be comprised of 60 total questions. There will be 20 standard questions that were determined to be the most important by TIID and the regional training officers. An additional 40 questions will be randomly generated with at least three questions from each mandatory topic. One of the best ways to prepare staff for the exam will be to ensure that your department is using the most current training material and curriculum from TJJD's Training Resource webpage. In addition, TJJD will be developing a Study Guide to assist officers in preparation of the exam.

If an employee takes JPO/JSO Basic through CMIT, the exam will be proctored by staffat CMIT on the final day of basic training. Departments providing their own training will be proctoring the exam. When an applicant takes the exam, the score will be sent to the applicant and TJJD. Departments and facilities are encouraged to make it a standard practice of having the applicants print a copy of their certificate upon completion of the exam. TJJD will soon be sending additional information out to the designated

department or facility proctors. If your department or facility has not yet assigned an individual to be the official proctor for your headquarters, please contact the TJJD Training Division.

Applicants will have three attempts to pass the exam. If an applicant is unable to successfully pass the exam after three attempts, the individual may not take the exam again until 180 days have elapsed since the date the individual last took the exam; and the individual has repeated the training topics required in §344.622 after the date the individual last took the exam. Credit toward certification is granted only for the training hours in those topics that are completed after the date the individual last failed the exam.

There is no fee associated with taking the exam. TJJD has developed a number of resources to assist with implementing the JSO certification exam. All information may be found on the Training Academy's website. As with any new process, this is a work in progress. TJJD will continue to analyze the data as people take the exam to ensure the fidelity and appropriateness of the test questions and the exam meets our intended goals.

For more information, please contact Kristy Almager at 512.490.7125 or Kristy.Almager@tjjd.texas.gov or Chris Ellison at 512.490.7245 or Chris.Ellison@tjjd.texas.gov.

# TJJD Hosts Post-Legislative Conference and Budget Workshop in Austin

TJJD welcomed juvenile justice professionals from across the state to Austin for the 11th biennial Post-Legislative Conference and Budget Workshop, held July 31-August 2, 2017, at the Omni Southpark Hotel. The TJJD Post-Legislative Conference had approximately 360 participants attendance and provided individuals with an overview of changes made during the 85th Texas Legislative session, specifically bills impacting juvenile justice, DFPS, victims of crime, human trafficking. sex offenders, the Code Of Criminal Procedure, the Penal Code, and county government with some of the most notable changes occurring with juvenile records. In addition. audience members heard about legislative appropriations to TJD and the overall impact of funding changes to the juvenile justice system, along with the enhancement of regionalization efforts.

Representative Gene Wu provided kevnote presentation participants as a supporter of TJJD's mission and to the Texas juvenile justice system. Representative Wu represents the people of District 137 (Houston) in the Texas House and served his third term in office in the 85th Legislative Session where he was appointed to the House Committees on Appropriations and Human Services. Representative Wu spoke highly of the work the field did as a whole this legislative session and the work we collectively have to do. He encouraged individuals interested in sharing their passion and ideas to contact him directly as he continues to be an advocate for promoting services within the Texas juvenile justice system.

TJJD's Budget Workshop had a remarkable turnout with over 300 in attendance. The focus continued

to be on how funding was allocated to departments and discussed topics related to funding strategies that ensure youth receive adequate services throughout the state.

TJJD would like to thank everyone who attended, and is looking forward to hosting these events again in 2019. For questions or more information, please contact the Juvenile Justice Training Academy at 512.490.7913.



Kaci Singer, Staff Attorney, presenting on Juvenile Records

# **Split Second Decisions: How Would You React?**



El Paso JDP Senior Officer Jimmy Olivas and his daughter

El Paso County Juvenile Probation Department Senior Officer Jimmy Olivas and his 14-year-old daughter were recently faced with a situation that called for quick thinking. On June 30, they were on I-10 East following behind an SUV that appeared to be exiting the freeway, but then the driver changed her mind at the last minute.

The SUV hit the exit barriers, which caused the vehicle to flip over and as a result, two small children were ejected. Before he could bring his own car to a complete stop, Olivas' daughter was out of the car, running across morning traffic to gather up one of the children from the freeway. This little girl, who was not more than four or five years old, was severely injured and would not have been able to move on her own.

The second child, who had been thrown to the middle of the freeway, stood up dazed and confused, directly in the path of a semi-truck. Miraculously, at the last second, the child took a small step to the side and avoided being hit by the truck. Olivas' daughter was able to then also grab this child and carry him to safety.

An off-duty paramedic happened upon the scene and rushed in to help. Olivas and the paramedic pulled a 9-month-old baby and 10-year-old girl from the crushed SUV. As Olivas checked the baby for injuries, he also tried to calm both the baby and mother as emergency personnel worked on the other children.

If Officer Olivas and his daughter had not been there, this accident could have had dire consequences and this family would have suffered tremendous loss. After all this, being the ever dedicated employee, Olivas dropped his daughter off at home and reported to work.

# From a Probation Officer's Point of View: Jasmin Williams goes to Boys Town

By Jennifer Jenson, Denton County Juvenile Probation Department

Working in the juvenile justice field, most cases are the same yet all cases are different. A juvenile may not have good role models as parents, the family living situation has changed or is chaotic, one or neither parent is present, the juvenile has limited intellectual ability, or the juvenile has succumbed to alcohol and drugs or possibly gang activity. Generally, a juvenile will fall into one or all of these scenarios.

For Jasmin Williams (not her real name), most of these situations applied to her juvenile case. At a very early age, Jasmin was removed from her mother and father and she was adopted by her mother's father. The mother and father had an extensive history of drug use and criminal activity. The grandfather provided for both Jasmin and her older brother. Some extended family on Jasmin's mother's side provided support as well. The grandfather, brother, and Jasmin found their way to Denton, Texas from Wisconsin.

Starting in the system at age of fourteen, Jasmin was referred to juvenile authorities for the offense of Runaway. Runaway is not really an offense, but often poses many challenges and intervention strategies. During the course of probation, Jasmin had other runaways but given the limited available actions, Jasmin was always released back to her grandfather, who was her primary caretaker.

At age fifteen, Jasmin used her grandfather's credit card without his permission. He reported her to the police who referred her again to juvenile authorities. However, this time, the offense was a felony, which greatly increased the possible actions. The juvenile probation department made the decision to recommend that Jasmin be placed at a long term residential facility given her history and unstable home life with her grandfather.

Jasmin did very well at residential

placement and was able to successfully complete the curriculum within the six to nine month expected length of stay. Jasmin returned to her grandfather's home and attended extensive aftercare services offered through the juvenile department. probation **Jasmin** attended school and her grade point average was above 3.0, demonstrating great potential. As aftercare services diminished in intensity, Jasmin started missing school. The grandfather also began to report that Jasmin would not come home when expected and sometimes not at all. Her brother was in jail for theft and drug charges.

Unfortunately, before the juvenile probation department could intervene, Jasmin disappeared from her home altogether. Jasmin was not located until forty-five days later in New Orleans, Louisiana and transported back to Denton, Texas. Jasmin had been involved in human trafficking in both Texas and Louisiana. Police Departments, the Federal Bureau of Investigation, and Homeland Security were involved.

With Jasmin safely back under the custody of the juvenile probation department, the recommendation was to look at other possible residential placement options. One such option was the Boys Town Family Living Program in Nebraska. Boys Town interviewed Jasmin, and Jasmin accepted their offer for residential placement. Jasmin's length of stay was expected to be twelve months.

Upon arrival, Jasmin struggled greatly in her new surroundings. Away from family, not so good friends, school buddies, and even the juvenile probation department, Jasmin felt alone and disoriented. She lived with Mr. and Mrs. Russell, who acted as her "Parent-Teachers" along with five other girls from around the United States. Jasmin was expected to complete personal and household chores, help prepare meals for the family, complete daily homework and school projects, and eat meals with the Parent-Teachers and her peers every night at the dinner table. All this does not sound very difficult. However, Jasmin was not accustomed whatsoever to cooperation, routine, and more importantly, family interaction. Jasmin often thought about running away from Boys Town but the Parent -Teachers were able to convince her to give the Boys Town program a chance to work for her.

In time, Jasmin was attending school daily without resistance, went out for the swim team (which she made), the track team (which she made) and cheerleading (which she did not). Her grades were near perfect, hovering closely to a 4.0 and not falling below a 3.5. She had collected many positive friends, both female and male. She also obtained a part time job off campus and was saving (most of) her paychecks. Jasmin had finally settled into the Boys Town way of life and flourished.

As if this story could not get any better, Jasmin was asked to the Senior Prom dance. Her date had to obtain permission from her Parent-Teachers before she could go and of course, they agreed. Jasmin dressed up "to the nines" and looked absolutely beautiful. That and with her newfound shining smile and outgoing personality, she was named 2017 Prom Queen!

Jasmin graduated and obtained her High School Diploma May 21, 2017 from Boys Town High School. She took pre-college tests, made applications, and will be attending Morningside College in Iowa Fall of 2017. Jasmin's grandfather has been supportive of her all through the placement at Boys Town. He called her often and visited in person to check on her. Sadly, her grandfather was not able to provide Jasmin with the support, environment, motivation, supervision, and enrichment that are necessary for her success in life, success she has found at Boys Town. This story is not a fairy tale, but rather a true account of one successful juvenile involved in the juvenile justice system at the right time, the right place, and with the right people.

# **Disciplinary Seclusion – How Do You Like Me Now!**



By Doug Vance, PhD, Advisory Council Chair

#### Introduction:

Effective June 1, 2016, the TJJD Advisory Council's Standards Committee recommended significant and important philosophical, as well as

practical, revisions to the use of seclusion in the Texas juvenile probation system that were adopted by the Texas Juvenile Justice Board. As such, I thought it might be of keen interest to readers if I provided my editorial of this very momentous event in the history of Texas juvenile justice.

Seclusion, the placement of a resident alone in an area from which egress is prevented, has long been a common and effective practice used in both juvenile and adult correctional facilities in order to help maintain essential levels of safety, security, and order. For many years, Texas juvenile detention centers have routinely utilized this practice.

Prior to June 1, 2016, disciplinary seclusion served a dual purpose: a teaching tool issued as a disciplinary consequence for major rule violations, and secondly, an effective means of providing safety and security in response to acts of violence, property damage, and escape. While this practice was generally effective, there was no easy way to distinguish on a state-wide scale between its dual purposes - discipline and safety - often times resulting in a skewed analysis and potential misinterpretation of raw aggregate data.

Of additional concern, several constitutional safeguards pertaining specifically to the use of seclusion, while in practice, were not adequately transparent within the text of Chapter 343 of Title 37 of the Texas Administrative Code – Standards for Secure Juvenile Correctional Facilities, which govern the use of seclusion.

In response to these concerns, in 2014, the Standards Committee conducted an in-depth analysis and review of TAC 343 with special attention to disciplinary seclusion. What resulted was a revolutionary change in the philosophy and use of seclusion in Texas juvenile justice.

#### Reasons for Review:

Over the previous decade, litigation from across the county began to emerge challenging what some

courts viewed as the improper use of seclusion in certain juvenile correctional facilities located in various jurisdictions across the country as diverse as Ohio, Louisiana, and California. In many of these cases, courts were citing concerns with a failure to provide adequate constitutional protections while in seclusion.

Additionally, new and very pertinent scholarly research was emerging suggesting a link between excessive isolation and mental illness in children, thereby indicating the potential for psychological harm to occur in seriously mentally ill children who are exposed to extensively long periods of time in an isolated or secluded setting.

Thirdly, SB 1517 introduced in the 83rd Texas Legislature called for drastic restrictions on the use of seclusion in juvenile detention centers that in the view of many juvenile justice practitioners would have had a detrimental impact on the ability to protect children and to maintain, safety, security, and order. While the bill did not pass, the Standards Committee deemed it prudent to address concerns behind the bill.

Finally, the Standards Committee desired to develop a nationally recognized, best-practice model for the use of seclusion within juvenile correctional facilities that protected children, and at the same time, provided the means necessary to control for inappropriate and or dangerous behaviors. I believe that the work of the committee moved Texas juvenile system closer to that model.

#### **Clarification:**

To better distinguish between the two purposes of seclusion, discipline and safety, the Standards Committee created a second type of seclusion entitled "safety-based seclusion." Safety-based seclusion was designed to be utilized, not as a disciplinary consequence, but solely as a means of providing immediate safety and security in significantly dangerous circumstances.

The creation of safety-based seclusion allowed the committee the flexibility necessary to then be able to restructure disciplinary seclusion, limiting its use, and specifying that it now solely be used as a disciplinary consequence in response to only the most serious of major rule violations – ones that threaten safety,

Continued on page 13

# Disciplinary Seclusion - How Do You Like Me Now! con't

security, persons, or property.

#### **Project Goals:**

Develop a national best-practice model for use of seclusion that:

- Provides appropriate means to maintain safety, security, order, and protection from harm;
- Ensures the provision of constitutionally protected rights and other safeguards;
- Controls for inappropriate, and or excessive use; and
- Ensures for adequate protections for children with mental illness.

#### **Provision of Constitutional Protections:**

The Standards Committee was very concerned with ensuring civil rights were properly addressed within our revisions and as such introduced language that prohibited the denial of pertinent constitutional protections as a disciplinary consequence while a child is in disciplinary seclusion. These protections included, among others, the right to visitation, correspondence, exercise, educational programming, and religious services, thereby ensuring children the ability to exercise use of their civil rights, even while in disciplinary seclusion.

The Standards Committee also felt it important to properly address due process with the use of disciplinary seclusion by mandating that disciplinary seclusion be imposed only for a major rule violation that threatens persons, property, safety, or security and that is proved prior to its use, in a formal disciplinary hearing. This was quite a significant change, as the long standing practice had been that a formal disciplinary hearing was not required to be held until 24 hours after disciplinary seclusion was already imposed.

Due process was beefed up even more by requiring the disciplinary review process be held by one or more neutral and impartial persons; all evidence be disclosed to the child; the child be provided the opportunity to be heard in person and to present relevant witnesses; a translator be provided for the child when appropriate; and the entire process was provided an avenue for appeal.

#### **Protection for Mentally Ill Children:**

The Standards Committee also felt it essential to provide adequate safeguards into the use of seclusion for children suffering from serious mental

illness. Therefore, the revisions contained language that disallowed the use of disciplinary seclusion for any child with a known serious mental illness or intellectual disability. Furthermore, language was added requiring that a mental health care provider be consulted prior to disciplinary seclusion being imposed on any child who is suicidal.

#### **Protection Against Excessive Use:**

Finally, to protect against excessive time being spent in seclusion, the Standards Committee limited the total time a child may stay in disciplinary seclusion to a maximum of only 48 hours. This was a very significant change, as prior to this, there was no limitation imposed on length of time that a child could spend in disciplinary seclusion, which left open the door to the potential for misuse.

#### **Closing:**

While the use of seclusion in Texas juvenile probation had for years been considered safe and effective, by 2014, it was time for a thorough examination and honest appraisal of its use and effectiveness. The Standards Committee did just that. After several months of extensive review and healthy debate, the Standards Committee introduced specific safeguards and other protections into the use of seclusion, forever benefiting children and facilities, and forever helping to ensure that Texas juvenile detention centers humanely and effectively reflect the highest ideals of safety, security, order, and justice – the four cornerstones of facility management.

I want to close by recognizing the great men and women of the TJJD Advisory Council's TAC 343 Standards Committee who gave so much of themselves and of their time and talent while working on this very important project. Without their untiring dedication, unwavering determination, keen sense of justice, and strong commitment to the betterment of Texas juvenile justice, this project would not have been possible.

Texas juvenile justice will be forever indebted to: Karol Davidson, Terri Dollar, Scott Friedman, Kavita Gupta, Ashley Kintzer, Steve Roman, Phil Hayes, Kaci Singer, James Williams, Monica Kelly, Ross Worley, Neil Eddins, Ron Lewis, Susan Humphrey, Carlos Gonzales, Ed Cockrell, Bruce Gusler, Jesse Murrilo, Leah Probst, Upendra Katrangadda, Tom Hough, Chet Thomas, and Committee Chair – Doug Vance.

# TJJD Implements Six-Month Supplemental OJT and Satisfaction Survey

TIID recently implemented efforts to assist new hires with receiving additional on-the-job training (OJT) and allowing juvenile correctional officers (JCO) with an opportunity to complete a satisfaction survey. Within 180 days after a JCO is approved for sole supervision, assigned JCO supervisors must observe and coach the employee through the a plethora of training modules to ensure the demonstration of proficiency. competency, performance. State Programs and Facilities and the Juvenile Justice

Training Academy solicited input from each facility on targeted training that was an identified need based on operations. Subsequently each facility has an individualized supplemental OJT plan that will be updated annually.

In addition to the JCO supplemental OJT, the JCO supervisor must provide an opportunity for feedback and input utilizing the New Hire Check-In and Assessment Questionnaire. This was a need determined from the Youth in Custody Practice Model

assessments completed by each facility. The questionnaire aims to ensure that an in-depth check-in is done by the supervisor, identifying any potential areas of concern, identifying any potential corrective action and allowing the employee with an additional outlet to provide input and feedback. Results from the survey are provided to the Superintendent.

Individual forms (TRN-012 by facility) may be found on the agency's **Intranet Training Forms**.

# Results from TJJD Staff Survey on Enhancing Staff Support and Supportive Work Environments

The Supporting Staff Workgroup, a subgroup of the Youth in Custody Practice Model (YICPM)\*, conducted an assessment to identify ways that agency leadership may better support the needs of staff. TJJD seeks to recognize staff as the agency's most valuable resource, establish systems of support for mental and physical wellness, and develop highly-qualified workforce to ensure employees are fully prepared to meet the challenges of their positions through training, building safe and supportive environments and avenues for responsive communication. This was this first quarterly survey sent to staff.

Some of the outcomes of the survey are noted in the infographic on the following page. The Supporting Staff Workgroup has

used information contained in the survey results to strategically plan how TJJD can enhance systems of support for staff and the workgroup anticipates providing staff with a regular update on measures taken as a result of these results.

The first survey focused primarily on job stressors. Future surveys will focus on efforts for staff recognition that would be most meaningful; whether or not pre-service training adequately prepares staff; and how supervision could be enhanced and identifying key characteristics of an ideal supervisor. The workgroup has identified many areas that we will ultimately seek staff input on.

The workgroup appreciates those individuals who responded to survey and hope to achieve an even greater response as the

surveys become more routine to allow staff to have additional input. The ultimate goal is for all staff to know that their voice is heard and to improve overall employee satisfaction.

\* YICPM is an initiative that began in Spring 2016. TJJD continues to make advances to align the agency's every day practices to core, research-based principles of best practices in four key areas to include: case planning, transition planning, communitybased services and facility-based services (e.g. education, behavioral behavior management, programming). rehabilitative The agency will continue to develop customized action plans to implement desired policy and practice improvements and achieve measurable objectives.

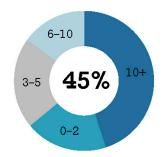
See next page for survey results

For more information, please contact Kristy Almager at 512.490.7125 or Kristy.Almager@tijd.texas.gov or Chris Ellison at 512.490.7245 or Chris.Ellison@tijd.texas.gov.

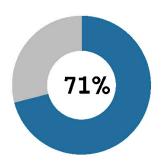
# ENHANCING STAFF SUPPORT AND SUPPORTIVE WORK ENVIRONMENTS

Results from Staff Survey, May 2017

**45%** of respondents have more than **10 years** of experience with TJJD.



**71%** of respondents agreed that their supervisor provides a **clear understanding** of the **expectations** for their job responsibilities.



# Top 3 Causes of Stress for Staff in Their Job

# 39% Understaffing 28% Too much to do in a work week 21% Complexities of job duties

# Top 3 Ways Agency May Assist with the Management of Stress



#### **Additional Training**

Receive additional training in managing burnout, chronic stress, or fatigue.



#### **Increase Physical Wellness**

Provide staff with a means to increase physical wellness at work (i.e., workout equipment onsite, fitness classes, etc.).



#### Safe Zone

Create a "safe zone" providing designated areas for staff to have conversations away from youth.



Approximately 60% of respondents agreed that the top 3 outcomes achieved through a Stress Reduction Plan would be increased well-being of staff, improved work performance and improved staff morale.

# Top 3 Skill Building Characteristics for Additional Support

Communication 55%

Collaboration and Teamwork 42%

Maintaining a Positive Attitude Under Stress

# TJJD Implements New Training Curricula for Upcoming Fiscal Year

TJJD will be implementing a series of newcoursesonSeptember1designed to assist staff with additional tools to aid in the successful performance of their jobs. The Juvenile Justice Training Academy (JJTA) will provide the following courses to all new hire staff as well as tenured staff: Understanding Professional Liability; Cultural Equity; Gender and Sexuality; Engaging Families in the Juvenile Justice System; and IT Security Awareness Training. In addition, a new curriculum on Suicide Prevention was developed for tenured staff that will be included in annual training.

Understanding Professional Liability was developed by the JJTA to establish a foundational understanding of TJJD job-related legal liabilities, consequences, and protections. During the course, staff will review some of the most common liabilities that may cause legal issues for staff; look at the criminal, civil, and administrative consequences staff face when they do not follow law and policy; and discuss things staff can do to avoid these legal issues.

Cultural Equity was developed by the JJTA in partnership with the Youth in Custody Practice Model's subgroup on reducing racial and ethnic disparities. How people individually view culture is molded and shaped by their life experiences, and no two life experiences are the same. Shared

backgrounds may draw groups of people together, but different ones often push people apart. This course is designed to define culture, discuss its impact on our communities and agency, and determine ways to cultivate equitable, or fair, treatment in our professional role regardless of our cultural differences.

Gender and Sexuality: A Changing Perspective was developed by the JJTA in partnership with Treatment Services and Youth Placement and Re-Entry. This course is designed to examine sexual orientation, gender identity, and gender expression (SOGIE) related issues in the juvenile justice system, along with defining strategies needed to create safe and nurturing environments for lesbian, gay, bisexual, and transgender youth are described.

Bringing It Home: Engaging Families in the Juvenile Justice System was developed by the IITA in partnership with TJJD's Family Liaison staff. This course was originally implemented September 2015 for Case Managers, Parole Officers and Family Liaisons; however, the work with the Youth in Custody Practice Model further supports the agency's effort in creating a foundation for all staff to be equipped with the knowledge of supporting a youth's rehabilitation efforts for the entire duration of their stay at TJJD. This course explores the important role of family in achieving

optimal outcomes for our youth including the signs of high and low family engagement, the challenges and barriers that families face when their youth is involved with the juvenile justice system, and how the juvenile justice system impacts the family are examined.

IT Security Awareness Training was developed by the JJTA in partnership with Information Technology. This course is designed to provide individuals that use, rely on, or manage TJJD's information and information technology systems to understand their security responsibilities and bring an awareness to the risks associated with the use of technology while using work-related resources.

Suicide Prevention was developed by the JJTA in partnership with Treatment Services for tenured staff. This course builds off of the components learned from the revised training provided to all staff beginning September 1, 2016, and is designed to examine the five important points to help prevent youth suicide attempts using problem-based learning concepts.

Beginning in September, JJTA will also be offering these courses to Central Office staff. Variations of these courses will be available to community-based programs and facilities upon request.



### **Upcoming TJJD Sponsored or Co-Sponsored Trainings**

#### 2017 Data Coordinators' Conference

September 6-7, 2017 (9.50 Hours) Sheraton Hotel - Georgetown, TX

**Click here** for additional details or to register

#### **Regional Training (Southeast Texas)**

September 11-15, 2017 (Hours TBD)
Brazoria County Juvenile Probation - Angleton, TX
Click here for additional details or to register

#### **Regional Training (South Texas)**

September 25-29, 2017 (Hours TBD)
Cameron County Juvenile Probatio - San Benito, TX
Click here for additional details or to register

#### **2017 Chief Probation Officers Conference**

October 1-4, 2017 (16.00 Hours)
Galveston Convention Center and San Luis Hotel Galveston, TX

**Click here** for additional details or to register

#### **Regional Training (Southeast Texas)**

October 11-12, 2017 (Hours TBD)
University of Houston-Victoria - Victoria, TX
Click here for additional details or to register

#### **Regional Training (West Texas)**

October 16-20, 2017 (Hours TBD)
Concho Valley CSCD - San Angelo, TX
Click here for additional details or to register

# 13th Annual Strengthening Youth & Families Conference

October 30-November 2, 2017 (Hours TBD)
Sheraton Hotel - Georgetown, TX
Click here for additional details or to register

#### **Regional Training (Central Texas)**

November 13-17, 2017 (Hours TBD)
Bell County Juvenile Probation - Killeen, TX

#### 31st Annual Juvenile Law Conference

February 26-28, 2018 (Hours TBD)
Horseshoe Bay Resort - Horseshoe Bay, TX
Conference, hotel, and registration information
available in November

Links to these trainings can be found on the TJJD website at <a href="http://www.tjjd.texas.gov/regionaltraining/tjjd\_trainings.aspx">http://www.tjjd.texas.gov/regionaltraining/tjjd\_trainings.aspx</a>

### **Upcoming TJJD Sponsored Webinars**

**Don't Get Played: Learn the Game -- Avoid Set-Ups and Your Strings Getting Pulled** *August 22, 2017 (2.00 Hours)*Texas Juvenile Justice Department - Austin, TX **Click here** to register

#### **ARCHIVED WEBINARS**

Did you miss a webinar previously scheduled? All webinars hosted by TJJD's Juvenile Justice Training Academy are archived and may be viewed online at the JJTA Webinars page found on <a href="http://www.tjjd.texas.gov/regionaltraining/webinars.aspx">http://www.tjjd.texas.gov/regionaltraining/webinars.aspx</a>. Most of the topics are still very relevant and can be a great resource for information. A select list of the topics includes: Synthetic Drugs; Pitfalls of Social Media; Defining Program Activities, Program Fidelity, and Program Outputs; Education and Juvenile Justice; Growing up in Crisis; Millennials and Generational Differences; Cultural Diversity; Slavery in Your Community: Identifying and Responding to DMST; Non-Suicidal Self Injurious Behavior & Suicide; Fetal Alcohol Spectrum Disorders; Basic Gang Class; Texas Schools, Bullying and the Law; Looking Forward: Managing Change in the Workplace; Incident Report Writing; Gender-Responsive Services in Juvenile Justice; and much more.

### **Employees Receiving Tenure Awards**

TJJD would like to recognize the following employees who have received a tenure award since June 2017. On behalf of the agency, we extend our sincerest gratitude and appreciation for their dedication and service to the State of Texas.

#### **June 2017**

#### **FIVE YEARS OF SERVICE**

Vanessa Williams Giddings Darrell Logan, Ir. McLennan Carmen Urbina Evins Maricela Trevino McLennan Pete Calvert **Giddings** Keith Williams Ron Jackson Gainesville **Ieanette Krenek** Veronica Barrera Evins

Gregory Winn McFadden Ranch
Tasharra Norwood Gainesville
Sharon Russell Giddings

Luther Taliaferro Austin - Education

Alfonso Tamez, Jr. Evins

#### TEN YEARS OF SERVICE

Eric Herring Austin - Probation & Community Services

Christina Huddleston Ron Jackson **Giddings** Larry Shupe Sara Wakefield Ron Jackson Sergio Avila, Jr. **Evins** Martha Garcia **Evins Javier Rosales** Evins Ron Jackson Linda McDonald Michael Meyer Austin - Financial

Services

Brandi Cain Austin - Office of

Independent Ombudsman

Fred Meinke, Jr. Austin - Information

**Technology** 

#### FIFTEEN YEARS OF SERVICE

Tiffany Earl McLennan Joseph White Gainesville Nellie Majors McLennan Dennie Cooper *Giddings* Carla Lane Gainesville Katherine Brown Ron Jackson Isidore McDonald Ron Jackson Crystal Drew Ron Jackson Mark Halk Ron Jackson

#### TWENTY YEARS OF SERVICE

April Jameson Ron Jackson
Marivel Soto Evins

Coutrina Smith McFadden Ranch

Juanita Recio Giddings

#### TWENTY-FIVE YEARS OF SERVICE

Randy Jarrell Ron Jackson Ayodeji Omoniyi Region 2 West

THIRTY YEARS OF SERVICE

Linda Brown McLennan

#### July 2017

#### **FIVE YEARS OF SERVICE**

Yeu Chen Lee Austin - Information Technology Leroy Ross Giddings **Dennis Banks** Gainesville Akevia Oaties McLennan Ruth Avala **Evins** Carol Mize McLennan Tasha Myrick Giddings Clinton South **Giddings** Michael Waller McLennan Shanwanna Dixon Gainesville

Christopher Ellison Austin - Juvenile Justice Training

Academy

Yolanda Caldwell Ft. Worth District Office

David Alvarez

Tabreena Dixon

Crystela Garza

Troy Price

Diane Eunice

McLennan

Evins

Ron Jackson

Willoughby House

#### TEN YEARS OF SERVICE

Lana SealeRon JacksonCharles MohlerEvinsRebecca ChristianMcLennanEduardo GarzaTamayo House

Josh Bauermeister Austin - Office of General

Counsel Giddings McLennan

Giddings

#### FIFTEEN YEARS OF SERVICE

**Tracie Emmons** 

Sandra Sykes

Larry Pipkin

Ruth Orozco Evins

Arturo Guevara Tamayo House

Holly Smith Austin - Medical Services

#### TWENTY YEARS OF SERVICE

Mary WatsonGiddingsFredrick WebberMcLennanKenneth FillmoreGiddingsPete MunozMcLennanCurtis GlasperEvins

Ruben Trevino Tamayo House

#### TWENTY-FIVE YEARS OF SERVICE

William Johnson McLennan Ronald Stewart Gainesville Ada Cartwright Giddings

#### THIRTY YEARS OF SERVICE

Tamara Coy Austin - State Programs &

Facilities Giddings

#### THIRTY-FIVE YEARS OF SERVICE

Shirley Davis Giddings

#### FORTY YEARS OF SERVICE

**James Burns** 

Charlene Davenport Giddings

#### August 2017

#### **FIVE YEARS OF SERVICE**

Florencio Davila Vanessa Lee Michael E. Baker San Juanita Gonzalez Peggy S. Dirickson Tebbi E. Bowman Margarita G. Vigil

#### TEN YEARS OF SERVICE

Martha L. Ehlert Roberta E. West John B. Kinsey

Destini M. Anderson Eleazar R. Garcia

#### FIFTEEN YEARS OF SERVICE

Fred Fondon Kaci S. Singer Natalian N. Harlmon Cathy A. Cephus

Tamayo HWH McLennan OIG Field Evins OIG Field **Giddings** Ron Jackson

Ron Jackson Gainesville

Austin - Juvenile Justice Training Academy McLennan

Austin - Internal Audit

McLennan

Austin - Office of General Counsel

Ron lackson McLennan

#### TWENTY YEARS OF SERVICE

Roel Salazar Audrey Sternadel Roberto Flores George Ramirez

Regina L. Dancer Alicia N. Edington Jose Castellanos Billy Jackson

Josie Lehmann Jimmy S. Crosson Brenda S. Medack

Maria E. Vega

Ayres HWH Giddings **Evins** 

Austin - Human Resources McLennan Gainesville Evins

Austin - Release Review Panel Giddings Ron Jackson Giddings Giddings

#### TWENTY-FIVE YEARS OF SERVICE

Amy A. Miller Austin - Probation & Community Services

